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### **I. 1985 - a new social economy company is created**

In 1985, the 117 staff of TUSA (Transports Urbans, SA) formed a new transport entity owned in equal parts by the workers, transforming it into a social economy company in the form of a *Societat Anònima Laboral* (an employee-owned limited company). Today, Tusgsal's offer has been diversified through the companies of the DIREXIS group and provides regular, occasional and school transport, along with mobility consultancy. The DIREXIS group aims to serve society by providing inclusive, safe and environmentally friendly mobility based on ethical values and a commitment to social responsibility.

Tusgsal's main activity is the provision of regular transport in two concessions awarded by the Barcelona Metropolitan Area (AMB). The daytime bus network consists of 31 lines covering the areas of Barcelonès Nord, Montgat, Tiana, Montcada and Reixac and Barcelona, providing urban and interurban services and the night bus network, which involves running 14 night bus lines in Barcelona and its metropolitan area. Tusgsal has a staff of 950 people and provides services to 42,500,000 passengers through a network that extends across more than 14 million kilometres and has 327 vehicles in service.

### **II. Values, SDGs and sustainable development**

Throughout its evolution, Tusgsal has maintained its values and remained true to its origins, consolidating itself as an ethical, democratic, inclusive, participatory, efficient and socially transformative company. These are all characteristic features of social economy companies, a way of understanding economic activity whose essence is closely aligned with sustainable development and its global objectives, as reflected in the United Nations' 2030 Agenda and Sustainable Development Goals (SDGs). In this context, the social economy represents a real alternative to the "conventional economy", a different economic and social model whose tenets seek the common good and which represent a competitive factor of great value for Tusgsal.

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As a social economy company, Tusgsal seeks to provide an example of how an organisation can grow and position itself among the leaders in its sector through democratic, participatory and solidarity-based management and a commitment to its social and environmental context, ensuring it meets the needs of all people and groups with legitimate interests in the organisation, while providing the best working conditions for everyone who forms part of it, all within a sustainable development model.

Sustainability is a paradigm for thinking about a future in which environmental, social, labour, economic, ethical and governmental considerations are balanced in the search for a better quality of life around the world. In the urban transport sector, there is a growing need to contribute to more sustainable mobility to ensure that citizens can move in an efficient, clean, socially inclusive, healthy, economical way, with the lowest possible energy consumption. This model of sustainable mobility replaces an already obsolete transport model that is excessively oriented towards economic interests and individualism, overly dependent on the private car, and has become synonymous with rising costs, harming the environment, barriers to universal access to basic needs, negative health effects and lost time on any journey due to excessive traffic.

### **III. Public transport and sustainable mobility within a management system**

Public transport is an indisputable cornerstone of the promotion of sustainable mobility. Looking beyond the conception of cities as physical spaces of economic development, society increasingly demands that they be imagined, structured and managed as genuine spaces of human coexistence in which the transport model enables everyone, without exclusion, to meet their needs in terms of access to education, work, health, culture and leisure, and in which the needs of future generations are also guaranteed.

Tusgsal's business strategy explicitly commits to sustainable mobility. This is closely linked to the organisation's *raison d'être*, as the management of public and social transport infrastructures is fundamental to citizens' quality of life. Tusgsal's management model clearly demonstrates the dedication to this approach. It has been strengthened by a range of standards, such as UNE-EN ISO 9001: 2015 (quality management systems), UNE-ISO 39001: 2013 (road traffic safety management), UNE-EN 13816: 2003 (public passenger transport), ISO 45001: 2018 (occupational health and safety), the SIGOS Healthy Organisation Management System, IQNet SR 10: 2015 (social responsibility management systems) and, specifically in terms of the environment, UNE-EN ISO 14001: 2015 (environmental management systems), UNE-EN ISO 50001: 2018 (energy management systems) and the Government of Catalonia's Emblem of Guarantee of Environmental Quality.

### **IV. Putting the commitment to environmental sustainability into practice**

Tusgsal sees environmental management as both a fundamental part of the concept of social responsibility and directly related to the social economy. Its business activity has a major impact on the environment

and its commitment is reflected in various vectors of action, such as the growth of a sustainable fleet, training and the management of facilities, consumption and waste. As every measure is developed within the certified system, Tusgsal is able to set improvement targets to reduce the environmental impacts of its activity and advance its commitment to sustainability through specific action plans. What follows are some of the actions Tusgsal takes to realise its commitment to the environment and sustainability as a social economy company.

### **Sustainable fleet**

Over the last decade Tusgsal has incorporated cleaner technology vehicles to reduce pollution in the municipalities it serves. The introduction of these units has taken place in three phases, starting in 2011 with hybrid units and expanding each year to 2021, when it has 130 hybrid and 12 electric units.

The first phase was characterised by experimentation and study of the operation of units that combine diesel systems with electrical energy. All are series hybrid vehicles with ultracapacitors as energy storage systems. The emissions from 100% diesel vehicles were reduced by around 25%.

In the second phase, the technology was much more developed and fully electric vehicles came into play. These reduce greenhouse gas emissions by 100%, while hybrid units contribute to a reduction of close to 35%. Notable in this period were the series hybrid and parallel hybrid (characterised by the existence of gearboxes) combinations, with a range of energy storage systems (lithium batteries or ultracapacitors).

The third phase consisted of incorporating hybrid vehicles of the two types mentioned above. As yet, no real data on emissions reductions are available, but they are estimated to be close to 30%.

### **Training**

The incorporation of vehicles with new forms of technology is complemented by the involvement of the people who work with them. Tusgsal devotes efforts and resources to ensuring that these people have the knowledge needed to meet the requirements of their activity and offer the best possible service to the public.

Specifically, training is provided in safe and efficient driving, idle control, automatic fuel consumption monitoring systems, service planning based on maximising the use of the sustainable fleet, study of the operation of types of vehicles by line (pilot tests of a consumption study) and managing the load of electric vehicles, among others.

### **Facilities**

Fixed physical infrastructure is a potential source of waste generation and high consumption. As such, on its premises Tusgsal takes action on issues such as renewable energy consumption, the installation of

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LED technology in all facilities, monitoring and analysis of the water from the offices, changing rooms and washing tunnel, reducing water consumption, especially in the washing tunnel – by installing purification mechanisms in the washing train itself and water pressure control valves – and the installation of recharging points for technical assistance vehicles (100% electric).

At both office and workshop level (particularly the latter), the following actions (among others) have been promoted with the intention of reducing the waste generated each year:

- Medium- and long-term waste minimisation plans drafted by the environmental sustainability department and workshop.
- Provision of tools and technology (CMMS to monitor the maintenance and spare parts for the workshop, license plate reader on the washing train, application of reports on tasks and vehicle cleaning incidents, etc.)
- Training of facility maintenance personnel, particularly in proper waste segregation.
- Training workshop staff to improve awareness about relevant polluting materials (batteries, engine lubricants, oil filters, etc.).

### **Business travel plans**

In its improvements for staff, Tusgsal also provides a number of tools to encourage their commitment to environmental sustainability, some of which are:

- Awareness workshops on the use of sustainable means of transport (public transport, hybrid or gas cars, etc.);
- Subsidies for purchasing electric bicycles and electric scooters to assist all those wishing to travel by these means of transport;
- Purchase of company electric bicycles for travel between facilities.

As a social economy company, Tusgsal is fully aware of its role as a driver of change in a society that demands commitment and responsibility from both governments and companies. That is why it explicitly dedicates resources and efforts to the development of inclusive, safe and environmentally friendly mobility, with the firm goal of contributing to improving the lives of people and their environment.